

Administrative - Internal Use Only

78-2421
PERS 78-2265

27 JUL 1973

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Information & Privacy Staff
Chief, Information System Analysis Staff
Equal Employment Opportunity Officer

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : Directorate MBO Program for FY 1978
& FY 1979

1. The MBO Schedule which is attached signals the beginning of the Directorate's FY 1979 Management by Objectives (MBO) Program and the wrap-up of the FY 1978 Program.

2. Our FY 1979 MBO Program will concentrate on two Directorate management goals:

a. Enhance Information Management

This goal recognizes that the responsibilities for information handling and for optimizing the usefulness of that information rests primarily on the line managers (users) who make the decisions spanning the entire life cycle of an information system from the initial requirements until its replacement or termination. The Directorate will undertake specific activities to improve skills by user offices in the management and use of information systems supporting these activities.

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5. The MBO Schedule anticipates review and approval of FY 1979 objectives by the DDA during the month of September for implementation on 1 October. No formal review meeting between the DDA and Office Directors on the proposed FY 1979 objectives is required. However, an individual review can be arranged if desired.

6. Although action plans need not be submitted with the proposed objectives, it is recommended that each Office tentatively outline an action plan at the time the objectives are formulated. The action plans will be reviewed at the October 1978 Conferences following the final review of the status of the FY 1978 objectives. To assist Offices in the development of action plans, attached is a copy of "Guidelines for Writing Objectives and Action Plans."

7. MBO Conferences on regular FY 1979 objectives will be held on a quarterly instead of a bimonthly basis. A portion of the time allotted for each MBO Conference on regular objectives will be reserved for the Office to report on its progress toward the implementation of the Director's new personnel management initiatives. The specific reporting requirements for this part of the conference are still to be worked out and will be provided at a later date.

8. Separate MBO Conferences on ADP objectives will be held quarterly as in FY 1978 with attendance limited to the Office Directors and the Assistant for Information. Conference agenda will follow the pattern established in FY 1978. ILLEGIB

9. During October, conferences will be scheduled with each Office for evaluation of its missions and functions, preferably by the use of positive indicators. It is suggested that special emphasis for the 1978 Evaluation Conference with the Division Chiefs be placed on one of the three FY 1978 Directorate goals--effectiveness, proficiency or information handling.

10. MAS personnel are available on extension to provide assistance requested by the Offices.

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cc: AI/DDA w/atts

Attachments:

1. MBO Schedule
2. Format for Proposed FY 79 Objectives
3. "Approved for Release 2001/08/14 : CIA-RDP84-00060R000200020013-9" Objectives and Action Plans"
4. Format for Status Reports

| DATE | FY 1978 PROGRAM | FY 1979 PROGRAM |
|-----------------|--|---|
| August 1978 | MBO Conference - Status of regular FY 1978 DDA objectives for period 1 June thru 31 July 1978 | New Directorate and Office level objectives proposed for FY 1979 |
| September 1978 | | FY 1979 objectives approved and published |
| October 1978 | MBO Conferences - Activity for regular FY 1978 objectives for period 1 August thru 30 September 1978; ADP FY 1978 objectives for period 1 July through 30 September 1978. Annual Conference - Report on evaluation of the Offices' missions and functions with Division Chiefs | MBO Conference - Action Plans for FY 79 objectives discussed/approved |
| November 1978 | DDA/M&AS - Prepare written evaluation of Directorate FY 1978 MBO Program | Publish FY 1979 MBO Digest |
| January 1979 | | MBO Conferences - Status of regular and ADP FY 1979 objectives for period 1 October thru 31 December 1978 (1st quarter) |
| April July 1979 | | MBO Conferences - Status of regular and ADP FY 1979 objectives (for the previous 3-month period) discussed |
| August 79 | | New Directorate and Office level objectives proposed for FY 1980 |
| October 1979 | | MBO Conference - Status of regular and ADP FY 1979 objectives for 1 July thru 30 September 1979 (4th quarter) Annual Conference - Report on evaluation of the Offices' missions and functions with Division Chiefs |
| November 1979 | | DDA/M&AS - Prepare written evaluation of Directorate FY 1979 MBO Program |

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DDA - FY 1979 MBO PROGRAM

SECTION I: Guidelines for Writing
Objectives

SECTION II: Guidelines for Writing
Action Plans

DDA - FY 1979 MBO PROGRAM

SECTION I
GUIDELINES FOR WRITING OBJECTIVES

The format of a written objective usually contains at least three major components. It specifies action, results, and the conditions (constraints) under which an objective is to be performed. That is, the statement indicates the "what" (action), the "when" and "how much" (conditions) of the action and its anticipated results. The "why" of the objective is not given here because it has been discussed in the goal setting process. The "how" is typically excluded from the objective statement because this is a purpose of the action plan. An example of a statement of an objective follows:

To reduce the amount of employee turnover
(action) by 25% (result) by October 1st (condition/
time constraint).

1. Specific

An essential characteristic of a good objective is that it should be specific. That is, it should clearly, concisely, and unambiguously suggest one key area of activity in which accomplishment is to take place. The statement should enable all concerned to determine what single end result or condition is to be achieved.

Objectives usually are written beginning with "to" followed by an action verb such as:

| | | | |
|-----------|-----------|-----------|---------|
| analyze | develop | introduce | recruit |
| calculate | establish | limit | reduce |
| classify | expand | list | repair |
| complete | implement | operate | select |
| conduct | improve | organize | solve |
| decrease | increase | perform | train |
| describe | install | publish | write |

2. Conditions or Constraints

The parameters under which the action is to be performed and results achieved need to be stated. Constraints may include a variety of items such as time, cost, resources, and physical or environmental conditions.

DDA - FY 1979 MBO PROGRAM

SECTION II
GUIDELINES FOR WRITING ACTION PLANS

1. The statement of the objective identifies "what" is to be done. The function of the action plan is to outline "how" it will be accomplished. The action plan should specify those activities, resources and events required to achieve the objective.

2. Some objectives are simple and require an action plan which can be stated in a brief manner. Others require more extensive investigation to determine what is needed to obtain the desired results. The following steps may be helpful in facilitating the development of an action plan:

Phase I: Define Supporting Actions Needed to Accomplish the Objective

The action plan should itemize the specific significant action (milestones) that the responsible officer intends to take to achieve the objective. These milestones should represent the completion of critical actions necessary for the manager to accomplish his objective and should meet all of the following criteria:

(A) Measurable - Each milestone should be stated in terms that will allow determination of whether it has been completed.

(B) Significant - Each milestone should represent a significant step toward achievement of the objective.

(C) Logical - Each milestone should follow logically from the previous steps and lead to future steps.

(D) Complete - Completion of all of the milestones called for in the plan should assure achievement of the objective.

Phase II: Assign Responsibility for Each Supporting Action

The action plan should cover only those actions to take place during a given fiscal year. A rule of thumb is that at

In review, although all objectives will not meet these criteria, they can serve as guidelines in writing good objectives:

- Be specific regarding action to be taken and results expected.
- State conditions or constraints such as time and cost.
- Be measurable, tangible, or verifiable.
- Be consistent with other organization objectives, policies, plans and procedures.
- Be attainable given abilities and resources.
- Be challenging.
- Be relevant and important.

| OBJECTIVE NO. | OFFICE | RESPONSIBLE OFFICER | FY | FY RESOURCE ESTIMATE | | PERIOD | STATUS |
|---------------|--------|---------------------|----|----------------------|---------|-----------|--------|
| | | | | MYR | DOLLARS | | |
| OBJECTIVE | | | | | | OCT - NOV | |
| | | | | | | DEC - JAN | |
| | | | | | | FEB - MAR | |
| | | | | | | APR - MAY | |
| | | | | | | JUN - JUL | |
| | | | | | | AUG - SEP | |

| ACTION PLAN (Milestones) | COMPLETION MONTH: SCHEDULED O; ACTUAL X | | | | | | | | | | | |
|--------------------------|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |
| | | | | | | | | | | | | |

+ EXCEEDING PLAN
 = MEETING PLAN
 - BEHIND PLAN

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CLASSIFICATION

STATUS REPORT

(Title)

(Objective Number)

1. Activity This Period
2. Problems and Shortfalls
3. Activity Next Period
4. Long-Term Outlook

(Suggested Format for Status Reports on MBO Objectives
for the Bimonthly Management Conference)

CLASSIFICATION

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Directorate MBO Program for FY 1978 & FY 1979

STATIN

FROM: John F. Blake
Deputy Director
for Administration
7D24 HQS

EXTENSION

NO.

DDA 78-2921

DATE

28 July 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Personnel
5E13 HQS

2.

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11.

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